

## **FY 11 CHIEF OF NAVAL OPERATIONS ENVIRONMENTAL AWARDS**

### **ENVIRONMENTAL QUALITY – TEAM/INDIVIDUAL**

#### **Background:**

Nominee's Name: Mr. Awni M. Almasri  
Title: Regional Environmental Program Manager (N40/N45)  
Employing Organization: Naval Facilities Engineering Command Europe Africa & Southwest Asia (NAVFAC EURAFSWA)

#### **Position Description:**

Mr. Almasri continues to serve in a Regional capacity providing quality, timely and cost effective environmental services to installations and operating sites within Southwest Asia (SWA). He also continues to serve as the Installation Environmental Program Director (IEPD) for Naval Support Activity (NSA) Bahrain, United Arab Emirates, and Camp Lemonier in Djibouti (CLDJ). Mr. Almasri is also the IEPD for the newly established ISA Air Base in Bahrain. Mr. Almasri is assigned the ENV N40 functions in Southwest Asia (SWA) managing the Regional Environmental Coordinator (REC), Shore Navy On-Scene Coordinator (NOSC), and Environmental Lead Service Component (ELSC) programs in the COMFIFTHFLT and COMUSNAVCENT Area of Responsibility (AOR). Mr. Almasri's assigned area has recently expanded to include the newly built Khalifa Bin Salman Port (KBSP) in Bahrain, Quays 9 and 10 in the United Arab Emirates (UAE), and the Waterfront Development in Bahrain.

As the single most important installation in Southwest Asia, NSA Bahrain is the epicenter of all support operations in the turbulent Middle East. Despite the continual increase in operational tempo, coupled with Department of Defense budget and manpower constraints, NSA Bahrain Environmental team (ENV) have consistently succeeded in achieving environmental excellence utilizing scarce resources and have dedicated their organization to improving environmental quality in their installation's operation.

Mr. Almasri's past year's environmental accomplishments in Djibouti, attributed to the use of his time tested recipe for success throughout the SWA region to promote and enhance waste reduction and pollution prevention programs, has also been applied in ISA Air Base. Conditions impacting environmental compliance in ISA Air Base are constantly changing with the continuously fluid operations tempo. Mr. Almasri's team has been successful in maintaining compliance with environmental laws and regulations which continue to nurture relations with the Host Nation.

The NSA Bahrain Environmental Team (ENV) provides the full spectrum of environmental services in support of U.S. and Coalition Forces operating throughout the CENTCOM AOR - the importance of which is aptly illustrated by our increasing operations tempo: ENV responded to more than 1,200 service calls providing support to more than 130 U.S. Navy and coalition ships in managing more than 13,000 drums of shipboard hazardous waste (HW) offloaded in Bahrain and the United Arab Emirates (UAE).

Under Mr. Almasri's proactive leadership, ENV continues its unwavering support by adapting to tenant commands' and Fleet needs, initiating new programs and improving existing ones to enhance the Quality of Life (QOL) for NSA Bahrain personnel, tenant commands, FIFTH Fleet, and the surrounding communities. Additionally, the impact of the return of dependents to SWA for the first time since 2004 had little or no impact to the ENV, which is a testament to his successful forward planning, management and leadership.

Mr. Almasri continually manages broad and complex multi-media environmental programs in diverse cultural, physical and geo-political environments. His hard work and tireless efforts were the main reasons for NSA Bahrain to successfully pass the recent external Environmental Management System (EMS) audit resulting in the base re-declaring conformance to ISO 14001:2004 EMS.

Mr. Almasri provides multifaceted support in what currently is the most dynamic military theater in the world. He has been diligently coordinating the construction and operation of the Waste Water Treatment Plant (WWTP) at the waterfront development. He has successfully coordinated this project with the Kingdom of Bahrain Ministry of the Environment, contractors, and other US Navy stakeholders. This project will process wastewater generated by facilities and visiting COMFIFTHFLT ships and will replace the currently used procedure of hauling wastewater to the local WWTP reaffirming the US Navy's environmental stewardship and commitment to protecting the Host Nation's environment.

Mr. Almasri's longstanding good relations with the Host Nation were key to the unprecedented approval by the Kingdom of Bahrain to use their incinerator facility for the management of our hazardous waste. This approval has not just reduced disposal cost significantly but, more importantly, alleviated the potential legal liabilities that are usually associated with international shipment of HW as would have been the case in the absence of the HN approval. In the past two years, this procedure alone was responsible for reducing our HW disposal cost by more than \$900,000 and eliminated the need to expand our HW storage capacity.

A key to supporting the long-term mission of NSA Bahrain is to ensure that new programs are maintained and transferred between changes in command. Through the development of a user-friendly Environmental Management System (EMS) and frequent training of base personnel, the longevity of beneficial waste reduction, pollution prevention, environmental training, and spill response programs will be maintained. In time, lessons learned and pitfalls overcome will become standard tools that others will learn from and apply to other areas of environmental management.

### *Reaching New Heights of Excellence*

- The Director of the Marine Emergency Mutual Aid Center (MEMAC) lauded Mr. Almasri's achievements and the positive environmental changes the US Navy's environmental programs have brought to the Arabian Gulf (MEMAC Letter DTD 26 Jul 2010)
- NSA Bahrain was the winner of the FY2010 CNO, SECNAV, and SECDEF (Honorable Mention) Environmental Awards for Overseas Installation.
- Winner of the FY2009 CNO, SECNAV, and SECDEF Environmental Quality Awards.
- Implemented the Standards of Excellence (SOE) to gauge the overall health of the Installation's environmental program. The SOE provides red/yellow/green compliance indicator for each FGS media that helps identify trends in the installation's overall ENV Compliance posture

### *Taking Action and Delivering Results...*

To support dependent return to Bahrain, Mr. Almasri has launched an aggressive environmental awareness campaign, aiming at providing education and guidance to our families and incoming troops. ENV has also established a recycling program at the Department of Defense Dependent School (DoDDS), encouraging our children in protecting the environment and their future.

Under the extreme arid weather conditions of southern Bahrain, the Mr. Almasri was able to project the infrastructure and procedures to establish a Qualified Recycling Program at ISA Air Base.

Mr. Almasri took action and delivered results by increasing the operational tempo of ENV personnel to meet and exceed the Fleet's needs. ENV responded to more than 1,200 service calls from more than 130 US Navy and Coalition ships collecting more than 7,000 drums of shipboard waste, and supplied more than 3,300 free-issue (previously used and properly washed) drums and more than 24,000 lbs of free-issue clean rags. The cost avoidance realized by providing free issue drums and clean rags was more than \$215,000.

Mr. Almasri is a well recognized, respected and influential representative of U.S. Forces in this region. He promotes US Navy and Host Nation relations at numerous environmental conferences within the Arabian Gulf. He continues a self-initiated pursuit of partnership and cooperation with the HN Ministries of Environment, Ports Management, Dubai Ports World, Fire Department, Coast Guard and Defense Forces.

He aggressively encourages representatives from all countries within the Arabian Gulf to participate in the US Navy annual Oil Spill Response Preparedness Conference and Workshop. This workshop, which he started in 2003, continues to evolve into a premier event where spill response and mitigation issues with regional impact are discussed and exercised in realistic scenarios. The event has become a "must attend", inter-active, solution oriented activity that people aggressively embrace with participation every year. Even during the harsh political times that impacted Bahrain this year, many ROPME nation representatives attended the abbreviated 2011 conference and workshop.

The Marine Emergency Mutual Aid Center (MEMAC) represents the eight countries – Bahrain, Iran, Iraq, Kuwait, Saudi Arabia, Oman, Qatar and UAE located within the Regional Organization for the Protection of Marine Environment (ROPME).

For more than 11 years MEMAC and the US Navy SWA Environmental Program, lead by Mr. Almasri, have collaborated on various environmental initiatives in preparing oil spill contingency plans, providing training to ensure readiness to combat oil spills, promoting Port State Control and surveillance, and in conducting oil spill equipment deployment exercises.

### *Environmental Management System*

Mr. Almasri continues to achieve excellent environmental awareness throughout the shops and facilities that are part of NSA Bahrain in spite of the challenges presented by frequent staff rotation, and the influx of new activity at the NSA Bahrain Aviation Unit and the US Navy development of the Bahrain waterfront.

Mr. Almasri's Environmental Staff is aggressive in day-to-day hands-on execution and management of the NSA Bahrain EMS. Their commitment to applying proactive EMS initiatives for continual improvement in the management of significant environmental aspects is seen in the highly successful use of face-to-face contact and multi-media, resulting in across the board compliance, in spite of the increased mission support activity in the Aviation Unit.

NSA Bahrain re-declared conformance to ISO 14001:2004 EMS standard in March 2010. NSA Bahrain Proactive EMS Initiatives:

- Excellent use of multi-media to promulgate the NSA Bahrain EMS. The practice of face-to-face contact, use of bulletin boards, brochures, emails, newspaper articles, Earth Day, and posting on the NSA Bahrain website illustrate a continued commitment to promoting environmental management of significant aspects.
- Environmental Awareness is excellent throughout the base in spite of the difficulties presented by frequent staff rotation. The Environmental staff deploys an aggressive day-to-day hands-on execution

and management of the NSA Bahrain EMS, conducting frequent in-house audits providing immediate feedback to ensure continuous process improvement.

- In the most recent EMS external audit, the lead auditor noted the process for finding and correcting compliance deficiencies is excellent and well documented.
- Development and distribution of the COMPLIANCE CHECK – A Practical Guide to Environmental Issues. All Shop Environmental Coordinators receive a laminated copy of the guide. The Guide is an excellent tool with step by step guidance to achieve all environmental media requirements applicable to NSA Bahrain.
- The NSA Bahrain Commanding Officer signed a memorandum requesting EMS language is incorporated into NSA Bahrain contracts.
- Cross –functional teams are used to find solutions to environmental challenges. For example, “Hazardous Material Usage” is the second most significant aspect at NSA Bahrain. The Target, Strategy and Timeline were developed by establishing a cross-functional team to address the issue. The Environmental Director is a member of the Hazardous Material Control and Management (HMC&M) Committee. This committee meets every month to discuss HM issues. This cross-functional team clearly defined the objective, and then established a target, strategy and timeline for completion. A Navy wide goal is to reduce HM used, thereby reducing the amount of HW disposal.
- On the job training is conducted by the environmental staff to ensure newly assigned HW Handlers are supervised until they reach the acceptable level of competency. Daily, weekly, and monthly follow-on site visits and inspections ensure proficiency remains high.
- Document control is excellent. Documents and records inventory is maintained in a strictly controlled library system and each is labeled with an alpha-numeric code for ease in access and control. The entire document inventory is maintained on the NSA Bahrain shared drive.

### Waste Reduction/Recycling Program

One of the major challenges in this part of the world is the continual rotation of personnel. To minimize the negative impact from lack of continuity, Mr. Almasri developed a COMPLIANCE CHECK– A Practical Guide to Environmental Issues. This guide has been distributed to all shops on base. This guide addresses all media and provides easy to follow, step-by-step, procedures to maintaining compliance. This guide has provided significant help to incoming personnel and detachments.

Mr. Almasri’s close relations with the Host Nations are responsible for obtaining unprecedented approval to utilize the local HW incinerator for the treatment of the HW generated by US Forces in the AOR. In-country disposal of HW has not just reduced HW disposal cost by at least 30%, it has also eliminated potential legal liabilities that may result from exporting HW overseas to Europe or Canada for disposal. In addition, in-country disposal of HW has also eliminated the need for additional storage capacity because the waste is transported to the incinerator facility within days of turn-in to ENV.

Mr. Almasri’s proactive and aggressive approach to recycling and waste minimization has resulted in the massive reduction of approximately 60% in hazardous waste disposal quantity and a reduction of over 79% in HW disposal cost when comparing the past two years data to the baseline.

CATEGORY	QUANTIT Y (TONS)	DISPOSAL COST (\$)
HW Baseline (including ISA AB)	517	1,915,000
HW Disposal (FYs 10 & 11)	191.261	331,783.66

- Stays in close contact with the FLEET to provide guidance on AFLOAT compliance in the AOR.
  - The HW Minimization program is responsible for the massive decrease in HW disposal quantity and HW disposal cost. Implementing effective Pollution Prevention techniques, this program resulted in a diversion of more than 1,400 tons from the HW stream and reduced disposal cost by over \$4,000,000 over the past two fiscal years.
    - More than 3,800 drums with a total of approximately 345 tons of oily rags were *washed and reused* in the past two years resulting in a reduction of over \$1,700,000 in HW disposal cost and over 50% in disposal quantities.
    - Diverted and recycled over 195 tons of aerosol cans, oil filters, batteries, and fluorescent light bulbs reducing the HW disposal cost by over \$615,000.
    - Successfully negotiated unprecedented approval from the HN to incinerate over 75% of the HW in-country at a local HW incinerator in Bahrain. In addition to reducing HW disposal cost by over \$900,000 comparing to the Defense Reutilization and Marketing Service (DRMS) disposal cost, this has also resulted in the elimination of the need to expand the current HW storage area to absorb the increase in HW quantities as well as the elimination of potential liabilities usually associated with international shipping of HW.
    - Over 13,000 pre-used drums were *washed and reused* in the past two years resulting in a reduction of over \$350,000 in HW disposal cost. The washed drums were issued back to the Fleet free of charge reducing procurement cost by over \$650,000.
    - Over 375 tons of used oil were recycled reducing disposal cost by over \$1,000,000
  - Provided training to local government officials including security, environmental, safety, and military personnel on numerous environmental topics. The NSA Bahrain environmental program ensures involvement of HN personnel to increase awareness and public understanding of environmental issues.
  - Processed over 1,150 tons of hazardous waste, which were reduced to a disposal quantity of approximately 190 tons using Pollution Prevention (P2) techniques to reduce, minimize and recycle.

CATEGORY	(TONS)	Cost Avoidance (\$)	CATEGORY	(TONS)	Cost Avoidance (\$)
Used Oil	376.21	1,009,627	Aerosol/Paint Cans	38.17	121,343
Dirty Towels	345.78	1,733,698	Batteries	69.74	139,480
Fluorescent Bulbs	40.49	117,900	Toner Cartridges	10.48	48,867
Fuel/Oil Filters	40.61	151,474	Used HW Drums	274.85	354,556
In-Country HW Disposal	259.97	914,132	<b>Total Qty/Cost Avoidance</b>	<b>2,150.64</b>	<b>4,591,077</b>

Mr. Almasri's proactive and organized approach to recycling contributed to the remarkable solid waste reduction, pollution prevention, conservation of natural resources and the improvement of the overall quality of life at NSA Bahrain.

- Diverted over 2,150 tons of aluminum cans, scrap metals, tires, wood, plastic bottles, paper, cardboard and others from the solid waste stream achieving a disposal cost avoidance of over \$166,000 generating over \$67,500 of sale proceeds supporting the NSA Bahrain's ENV programs.



CATEGORY	(TONS)	CATEGORY	(TONS)
Mixed Paper	58.96	Tires	8.47
Cardboard	587.79	PET Bottles	3.25
Scrap Metal	141.74	Mixed Plastic	50.00
Aluminum Cans	13.86	Scrap Wood	1,232.130
Brass	6.59	Cooking Oil/Grease	43.75
Textiles	4.10	<b>Total Quantity (Tons)</b>	<b>2,150.64</b>
		<b>Total Cost Avoidance (\$)</b>	<b>166,179.95</b>

### **Education, Outreach, and Partnering**

Mr. Almasri aggressively encourages representatives from all countries within the Arabian Gulf to participate in the US Navy annual Oil Spill Response Preparedness Conference and Workshop. This workshop, which he started in 2003, continues to evolve into a premier event where spill response and mitigation issues with regional impact are discussed and exercised in realistic scenarios. The event has become a "must attend", inter-active, solution oriented activity that people aggressively embrace with participation every year. Even during the harsh political times that impacted Bahrain this year, many representatives of the Regional Organization for the Protection of Marine Environment (ROPME) nations attended the CNREURAFSWA DET SWA abbreviated 2011 Oil Spill Table Top Exercise and workshop held in Bahrain on 14-15 March 2011.

As a result of Marine Pollution 73/78 (MARPOL 73/78) declaring the Arabian Gulf as a special area, Mr. Almasri was quick in setting up a 2-day training program assisting the HN in establishing Port State Control (PSC) and surveillance programs aimed at monitoring the Gulf for illegal discharges.

Engaging HN communities and officials proved to be of paramount importance to the success of our programs. Representatives from surrounding communities and private contractors participated in this year's oil-spill drills and a Spill Prevention Table Top Exercise. Representatives from Bahrain, UAE, Saudi Arabia, Kuwait, Oman, Qatar, Iraq, and Djibouti participated in the Navy's various activities including the HAZWOPER training, Oil and Hazardous Substance (OHS) Table Top Exercises (TTX); OHS spill response equipment deployment exercises in Jebel Ai and Fujairah in the UAE, and in the Port of Mina Salman in Bahrain.

### **DEFENSE ENVIRONMENTAL INTERNATIONAL COOPERATION (DEIC)**

- In support of the DEIC program, Mr. Almasri has conducted several environmental workshops in Africa. (Djibouti, Gabon, Kenya, Seychelles, and Comoros). The workshops provide participants with a proper waste management and environmental protection tool. His team continues working closely with USAFRICOM to provide environmental awareness training to HNs in Africa to enhance the good relations and to reemphasize the Navy's commitment to protecting the environment.
- Using the annual US Navy OHS spill response workshop as the basis for continued regional cooperation in spill preparedness, Mr. Almasri has tirelessly promoted three projects to bring the DEIC program to the Arabian Gulf by identifying common elements in National and Regional Oil and Hazardous Substance spill contingency plans within the SWA Regional Organization for the Protection of the Marine Environment (ROPME) nations.

- Partnering with the Marine Emergency Mutual Aid Center (MEMAC), several workshops are planned with the primary objective of creating a spill plan template for use by ROPME nations Naval Forces and Coast Guard's. The end result is an integrated community response organization focused on combating OHS spills in the ROPME Sea Area.

Mr. Almasri and his environmental staff participated in several HN environmental training and oil spill exercises in the UAE, Bahrain, and Jordan.

- Represented the US Navy at the recent Application of Dispersants in the ROPME Sea Area held in March 2011. The workshop was sponsored by the International Petroleum and Environmental Conservation Association (IPECA), International Maritime Organization (IMO) and MEMAC.

In support of USAFRICOM, Mr. Awni Almasri actively participated in the USAFRICOM sponsored Waste Management Workshop that was held in Djibouti. This workshop combined with other Navy HAZWOPER training has strengthened our long-lasting relationship with the HN and reaffirmed the US Navy's commitment to protecting the environment of Djibouti and surrounding communities

- More than 25 US and Host Nation representatives participated in this interactive, one-day, workshop and discussed various environmental issues related to hazardous, solid, and medical waste management including landfill design, waste minimization, recycling and disposal. The workshop also addressed readiness to respond to oil spills off the coast of Djibouti.

### *Community Service:*

#### *Supporting the Local Community...*

- Earth week celebrations were a great success, with the participation of more than 500 Coalition Forces, U.S., and HN representatives. The weeklong 2010 and 2011 Earth Week activities included a FOD walk down and other events aimed at increasing awareness and making pledges to protect the environment. Earth Week emphasized that every day is Earth Day – a time to act to protect our planet.
  - Over 105,00 pounds of trash was removed of which over 21% were recycled. Earth Week emphasized that every day is Earth Day – a time to act to protect our planet.
  - Each day during Earth Week, Mr. Almasri sent out Earth Day articles with information on environmental protection and ways to implement measures that will help protect the environment. Additionally, a booth was set up on the facility and manned by ENV personnel providing passersby with environmental tips such as energy conservation and explained informational posters that were on display to 75-100 visitors daily.
- Represented the US forces in SWA at numerous environmental conferences including the Offshore Arabia conference which was aimed at protecting the natural resources of the Arabian Gulf.
- Represented NAVCENT in the CENTCOM DEIC workshop in Jordan by providing an overview of the US Navy's ENV program in Southwest Asia (SWA). As a result, the Kingdom of Jordan has requested additional hands-on training to improve the Jordanian Armed Forces (JAF) environmental program
- Mr. Almasri's oil spill TTX has proven successful in forming coalition of various backgrounds and experiences to combat oil spills. This extremely popular event has attracted 75-100 representatives each year from the US, HN and other countries to present possible solutions to various spill scenarios.